

The two GS-14 CPD positions are equal to, or stronger than, the positions which are graded at GS-14 level in PMCD.

The PMCD structure is roughly as follows:

C/PMCD	SIS-1
DC/PMCD	GS-15
DDA/BR	GS-14
DDO/BR	GS-14
DDS&T/BR	GS-14
NFAC/DCI BR	GS-14

At present, [REDACTED] are assigned to the GS-14 positions. These are working team leader jobs (i.e., senior classifiers). The incumbents perform job audits, participate in surveys, participate in the drafting and reviewing of the survey report, and make recommendations as to position grades. They do not have classification authority (i.e., sign 261's).

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Their work is closely reviewed by Chief and Deputy Chief, PMCD. They are rarely alone in formal feedback sessions in surveys or in appeal situations; they are invariably accompanied by Chief, PMCD or the Deputy (or both). On the other hand, both [REDACTED] work without close supervision and accomplish most of their work without my involvement (as indicated in the position descriptions that were prepared.) In terms of both overall responsibility and complexity of function, the CPD positions are simply better jobs.

Discussion Notes

(PMCD Review of Certain Positions in DD/PersPP&M/SP Area)

1. In the interest of equity, there should be no downgradings of Personnel positions until a complete resurvey of the Office of Personnel has been conducted.

A) The previous O/P survey audits were conducted approximately six years ago (1974). As with any survey, audit findings are extremely perishable and should be implemented or otherwise resolved within a reasonable time frame. This is particularly true in CIA where organizational structures and the content of positions undergo such frequent changes that survey data loses much of its validity within a year or two.

B) Within the Office of Personnel (as within any office), grade inequities tend to develop in proportion to the amount of time which has elapsed between surveys. At the moment, the Office of Personnel likely has its fair share of grade inequities and will only compound the problem by attempting to evaluate a handful of positions by making comparisons with positions which have not been audited for a long while. A glaring example of this is found in the PMCD memo which presented the recent findings and cross-comparisons concerning the personnel positions currently under review (i.e., [REDACTED] position is confirmed at GS-14 when compared to Chief, RCEAB which, in turn, is equal in grade to the position of Chief, CPD). To anyone with even a slight knowledge of the three positions, this finding would have to be viewed as sheer nonsense.

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C) It is probably that, if Government-wide standards existed and were applied in a survey of the Office of Personnel, a number of positions would be found to be overgraded. In the absence of standards, however, the most that can be hoped for is the attainment of a reasonable degree of grade equity, and this result can only be achieved by conducting a full survey and making intelligent comparisons of the duties and responsibilities contained in the various positions.

2. Within CPD there should be no incumbency allocations at this time.

A) Incumbency allocations would serve little useful purpose other than to avoid a PRA or to retain CSGA headroom.

B) If CPD positions are found to be overgraded following the completion of a full O/P survey, the positions should be promptly downgraded at that time.

C) If evaluated in the context of an overall O/P survey, the GS-15 C/CPD position and the two subordinate GS-14 positions should compare favorably with other personnel position evaluated at the GS-15 and GS-14 levels.

3. If PMCD is unable to conduct a survey of O/P within the foreseeable future, and if there is some impelling reason for reviewing only certain positions at this time, the following approach might be taken as a means of focusing on grade comparability:


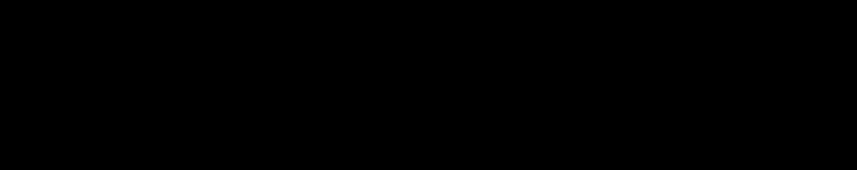
A) Prepare a list of all professional positions within the Office of Personnel.

B) Rank the positions in terms of overall level of responsibility, complexity, etc., from top to bottom without reference to current grade levels.

C) Compare the final ranking with a listing of positions by grade levels. This final step should at least point out where grade inequities exist.

POSITION DESCRIPTION - Contracting Officer, GS-14  
(Position Number GE-52)

Duties

1. Serves as contracting officer responsible for:
  - a) Preparing and/or supervising the preparation of Agency personal services contracts for employees, independent contractors and formal consultants.
  - b) Developing new contractual formats as required and modifying existing contract formats to meet new or changing situations, statutes, and/or legal opinions.
  - c) Providing frequent advice and guidance to operating officials, employees, personnel officers and others for the resolution of problems concerning personal service contracts, benefits, authorities, etc. Such advice concerns all facets of personnel administration, e.g., pay, leave, retirement, dual compensation, etc.
  - d) Reviewing from a technical standpoint all personal   
with basic legal tenants, statutes, Agency and Federal regulations.
  - e) Briefing personnel who deal with personal service contracts or contract personnel.
  - f) Respond to individual requests for creditable service determination both unilaterally and in concert with RAD efforts.
  - g) Occasionally reviewing and/or drafting and   
are coordinated with OGC prior to being signed by Chief, Contract Personnel Division.

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2. Serves as an alternate liaison officer for the Agency with the Social Security Administration.

3. Provides guidance to Division personnel who are responsible for processing consultants, staff agents, contract personnel actions, and the related preparation, recording and processing of contractual documents (five employees).

#### Factors

##### 1. Knowledge Required by the Position

Incumbent must possess a mastery of personal services contractual principles and concepts in order to interpret, and make decisions and recommendations relative to, all aspects of the Agency's program for utilizing individuals under personal services contract.

This mastery of the field includes a broad, in-depth knowledge of:

- a) Agency Personnel and Pay Regulations and Policies, especially those concerning EOD travel; establishment of pay levels; SIS entitlements; retirement entitlements; Social Security, and allowances.
- b) U.S. Government entitlements under Title 5 and how these are augmented by the Agency's use of the Director's authority under Section 8 of the CIA Act, e.g., special compensation features; provisions of the FPM; provisions of the Dual Compensation Act of 1964 and the Civil Service Reform Act.
- c) Agency organizational structure and types of activities; authorization and approval channels; information sources for the resolution of contractual problems including those which are due to cover considerations.
- d) Office of General Counsel decisions and, as applicable, Comptroller General decisions which may effect contract provisions.

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e) [REDACTED]

- f) Basic factors which constitute "creditable federal service" research into background of actual service performed. Must be able to determine what constitutes employment as opposed to independent contractor service, often a gray area.
- g) Agency personnel records processing, e.g., for each type case, who does security and medical processing, what approvals are required. This combines with a general knowledge of Personnel Records System, including ADP input procedures and PERCON and PERSIGN design features.

## 2. Supervisory Controls

Work is accomplished under the administrative direction of the Division Chief. The incumbent develops his own work plan and determines priorities in concert with the ever-changing work requirements of the Division. Work accomplished, together with the advice and guidance which is provided to customers in all areas of responsibility, is considered technically authoritative and in large measure is done without further supervisory review. It is the judgmental responsibility of the incumbent to advise the Division Chief of unique problems and situations which might require his personal involvement.

## 3. Guidelines

Guidelines range from detailed procedural matters to broadly stated policies and statutes. Guidelines consist of Agency Regulations, the Federal Personnel Manual, Foreign Service Manual, Joint Travel Regulations, Office of General Counsel Decisions, Comptroller General Decisions, Statutes, (Title 5, Dual Compensation Act, Civil Service Reform Act, Fair Labor Standards Act, etc.) Office of Personnel Memoranda, Headquarters [REDACTED] and precedent cases, as well as written and unwritten often broadly stated policies which affect the Office of Personnel's contracting and staff agent processing activities. Since work requirements are occasionally in conflict with guidelines, the incumbent must identify different avenues of approach to solve the customer's problems whenever possible. In other complex cases the incumbent must use his knowledge and judgment to ensure that the contractual application can be interpreted to be within the intent of policies, statutes and other existing guidelines.

#### 4. Complexity

Work consists of a high volume of individual activities that require the concurrent analysis of a wide variety of types of problems. Priority requests are often brought to the Division with short deadlines, incompleted staff work and improper (sometimes illegal) requests. The incumbent must often define the problem, ensure that quick action is taken to correct the problem, educate the requestor, while maintaining the never ceasing flow of work - which more often than not, will have other priority cases of similar complexity to concurrently resolve. Often resolution of these problems requires obtaining the support of other Agency components and quickly coordinating actions between offices, Central Cover Staff, Office of Finance, Office of General Counsel, etc. Since personal services contracting often is the avenue used to obtain personal services needed to solve unique problems, a constant flow of different and sometimes unique contracting problems flows across the incumbent's desk. In terms of overall complexity, the work may be described as a composite of varied duties which require the application of different methods to a broad range of activities, the further need to make decisions regarding conflicting requirements, and the establishing of criteria to be applied to special situations.

#### 5. Scope and Effect

The work involves ensuring that personal service contracts are properly prepared and executed in a timely manner. This requires an analysis of each request to ensure that all problems are isolated, resolved, and the solution retained as a precedence, prior to executing of the contract. The timely execution of contracts affects Agency-wide programs, and is sometimes essential to Agency missions.

#### 6. Personal Contacts

Personal contacts range from individual employees who have questions concerning their own contract employment (or creditable service) to a wide range of desk officers, personnel officers, division chiefs and, occasionally, office heads. A continuing liaison is maintained with OGC, CCS and the Office of Finance at the branch and division chief level. The incumbent conducts liaison with the Social Security Administration for the purpose of coordinating and resolving administrative matters. Personal contacts, internally and externally, are made in both structured and unstructured settings.

7. Purpose of Contacts

Purpose of contacts, range from the exchange of information, usually at the lower levels, to coordinating, advising, and negotiating solutions to technical and/or controversial issues. The latter usually involves personnel occupying mid to high level positions.

8. Physical Demands

No special physical demands are required to perform the work.

9. Work Environment

Work is usually performed in an office environment.



POSITION DESCRIPTION - CHIEF, CONTRACT PERSONNEL DIVISION, GS-15  
(Position Number AX-35)

Duties

1. Serves as Chief, CPD, as such is responsible for overseeing the preparation of all Agency personal service contracts, consultant contracts and letters of agreement; the processing of all Agency staff agents and consultants; and the recording and processing of contractual documents.
2. Serves as the Agency Special Contracting Officer responsible for the execution of Agency personal service contracts, consultant contracts, letters of agreement and for reviewing all Agency Memorandums of Commitment (MOC's) which record oral contracts.
3. Serves as the principal Office of Personnel member of the Agency's Overpayment Review Board and Administrative Allowance Committee.
4. Serves as principal member of the executive sub-committee to the Agency's Administrative Allowance Committee with responsibility for determining and approving allowances granted to Agency employees assigned overseas under non-official cover.
5. Serves as the Agency's principal liaison officer with the Department of State's Allowance Staff.
6. Prepares special studies, as required, for the Director of Personnel and/or the DDA on matters concerning Agency personal service contracts.

Factors

1. Knowledge Required by the Position

Incumbent must possess a mastery of personal services contractual principles and concepts in order to interpret, and make decisions and recommendations relative to, all aspects of the Agency's program for utilizing individuals under personal services contract.

This mastery of the field includes a broad, in-depth knowledge of:

- a) Agency Personnel and Pay Regulations and Policies, especially those concerning EOD travel; establishment of pay levels; SIS entitlements; retirement entitlements; Social Security, and allowances.
- b) U.S. Government entitlements under Title 5 and how these are augmented by the Agency's use of the Director's authority under Section 8 of the CIA Act, e.g., special compensation features; provisions of the FPM; provisions of the Dual Compensation Act of 1964 and the Civil Service Reform Act.
- c) Agency organizational structure and types of activities; authorization and approval channels; information sources for the resolution of contractual problems including those which are due to cover considerations.
- d) Office of General Counsel decisions and, as applicable, Comptroller General decisions which may effect contract provisions.
- e) Business benefits which, because of cover requirements, impact on U.S.G. entitlements.
- f) Basic factors which constitute "creditable federal service" research into background of actual service performed. Must be able to determine what constitutes employment as opposed to independent contractor service, often a gray area.
- g) Agency personnel records processing, e.g., for each type case, who does security and medical processing, what approvals are required. This combines with a general knowledge of Personnel Records System, including ADP input procedures and PERCON and PERSIGN design features.

## 2. Supervisory Controls

Work is accomplished under the administrative direction of the Deputy for Special Programs. The incumbent develops his own work plan and determines priorities in concert with the ever-changing work requirements of the Division. Work accomplished,

together with the advice and guidance which is provided to customers in all areas of responsibility, is considered technically authoritative and in large measure is done without further supervisory review. It is the judgmental responsibility of the incumbent to advise the Deputy for Special Programs of unique problems and situations which might require his personal involvement.

### 3. Guidelines

Guidelines range from detailed procedural matters to broadly stated policies and statutes. Guidelines consist of Agency Regulations, the Federal Personnel Manual, Foreign Service Manual, Joint Travel Regulations, Office of General Counsel Decisions, Comptroller General Decisions, Statutes, (Title 5, Dual Compensation Act, Civil Service Reform Act, Fair Labor Standards Act, etc.) Office of Personnel Memoranda, Headquarters [REDACTED] STATINTL and precedent cases, as well as written and unwritten often broadly stated policies which affect the Office of Personnel's contracting and staff agent processing activities. Since work requirements are occasionally in conflict with guidelines, the incumbent must identify different avenues of approach to solve the customer's problems whenever possible. In other complex cases the incumbent must use his knowledge and judgment to ensure that the contractual application can be interpreted to be within the intent of policies, statutes and other existing guidelines.

### 4. Complexity

Work consists of a high volume of individual activities that require the concurrent analysis of a wide variety of types of problems. Priority requests are often brought to the Division with short deadlines, incompleting staff work and improper (sometimes illegal) requests. The incumbent must often define the problem, insure that quick action is taken to correct the problem, educate the requestor, while maintaining the never ceasing flow of work - which more often than not, will have other priority cases of similar complexity to concurrently resolve. Often resolution of these problems requires obtaining the support of other Agency components and quickly coordinating actions between offices, Central Cover Staff, Office of Finance, Office of General Counsel, etc. Since personal services contracting often is the avenue used to obtain personal services needed to solve unique problems, a constant flow of different and sometimes unique contracting problems flow across the incumbent's desk. In terms of overall complexity, the work

may be described as a composite of varied duties which require the application of different methods to a broad range of activities; the further need to make decisions regarding conflicting requirements, and the establishing of criteria to be applied to special situations.

5. Scope and Effect

The work involves ensuring that personal service contracts are properly prepared and executed in a timely manner. This requires an analysis of each request to ensure that all problems are isolated, resolved, and the solution retained as a precedence, prior to executing of the contract. The timely execution of contracts affects Agency-wide programs, and is sometimes essential to Agency missions.

6. Personal Contacts

Personal contacts range from individual employees who have questions concerning their own contract employment (or creditable service) to a wide range of desk officers, personnel officers, division chiefs and, occasionally, office heads. A continuing liaison is maintained with OGC, CCS and the Office of Finance at the branch and division chief level. The incumbent conducts liaison with the Social Security Administration to handle and coordinate both administrative and policy matters and with Officers of the Department of State Allowance Staff. Personal contacts, internally and externally, are made in both structured and unstructured settings.

7. Purpose of Contacts

Purpose of contacts, range from the exchange of information, usually at the lower levels, to coordinating, advising, and negotiating solutions to technical and/or controversial issues. The latter usually involves personnel occupying mid to high level positions.

8. Physical Demands

No special physical demands are required to perform the work.

9. Work Environment

Work is usually performed in an office environment.

POSITION DESCRIPTION - CONTRACTING OFFICER, GS-14  
(Position Number AX-36)

Duties

1. Serves as contracting officer responsible for:

- a) Preparing and/or supervising the preparation of Agency personal services contracts for employees, independent contractors and formal consultants.
- b) Reviewing and/or drafting and coordinating requests



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with OGC prior to being signed by the incumbent or Chief, Contract Personnel Division.

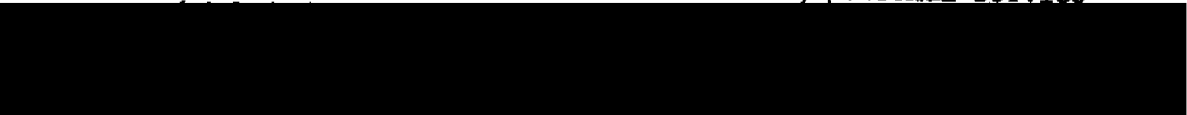
- c) Developing new contractual formats as required and modifying existing contract formats to meet new or changing situations, statutes, and/or legal opinions.
- d) Providing frequent advice and guidance to operating officials, employees, personnel officers and others for the resolution of problems concerning personal service contracts, benefits, authorities, etc. Such advice concerns all facets of personnel administration, e.g., pay, leave, retirement, dual compensation, etc.
- e) Reviewing from a technical standpoint all personal service contracts prepared and negotiated in the [redacted] to insure their compliance with basic legal tenants, statutes, Agency and Federal regulations.
- f) Briefing personnel who deal with personal service contracts or contract personnel.
- g) Respond to individual requests for creditable service determination both unilaterally and in concert with RAD efforts.

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2. Serves as Chief, CPD in his absence.

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3. Serves as alternate Special Contracting Officer with authority to execute, on behalf of the Government, personal service



4. Serves as primary liaison officer for the Agency with the Social Security Administration.

5. Serves as alternate Office of Personnel representative to the Agency's Overpayment Review Board and Administrative Allowance Committee.

6. Serves as the Agency's alternate liaison representative with the Department of State Allowance Staff.

7. Supervises Division personnel who are responsible for processing consultants, staff agents, contract personnel actions, and the related preparation, recording and processing of contractual documents (five employees).

#### Factors

##### 1. Knowledge Required by the Position

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#### 5. Scope and Effect

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liaison is maintained with OGC, CCS and the Office of Finance at the branch and division chief level. The incumbent serves as principal liaison officer with the Social Security Administration to handle and coordinate both administrative and policy matters. The incumbent also maintains liaison with Office of the Department of State Allowance Staff. Personal contacts, internally and externally, are made in both structured and unstructured settings.

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8. Physical Demands

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9. Work Environment

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26 February 1980

Ernie;

Some points which should be taken into consideration with respect to the comparison of C/Trans/CPB with the GS-11 jobs in OL/FTB are as follows:

1. The GS-11 personnel in FTB do not have any supervisory responsibility. C/Trans is responsible for supervision of seven employees. Four are outbound travel technicians; one inbound technician who also handles retirees and domestic moves; one domestic travel technician and one clerk. The supervision of these employees as previously pointed out in the job description requires a thorough knowledge of all aspects of the work handled by the employees along with supervisory capabilities and the ability to deal effectively with both high and low echelon employees throughout the Agency and those in outside Agencies and commercial companies.

2. The FTB employees are not involved in any policy making or discussions with upper management of either the Agency, outside Government Agencies or contractors. The C/Trans. has and is involved in not only day to day work but also with policy making and discussions with upper management of all of the above.

Examples: Establishment of [REDACTED]

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[REDACTED] discussions with OL/PD on storage company contracts and sole source use, contact with airline representatives with respect to various problems.

3. The area of transportation for which the C/Trans is responsible involves the movement of people and their personal effects. There is a distinct difference in the handling of people vs. boxes.

4. If this position is to be compared with any position in OL/FTB it should be compared with the Deputy Chief's position AV69, GS-12 not, the GS-11 positions.

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FOIA b7 - EXEMPT FROM DISCLOSURE

POSITION DESCRIPTION

A. POSITION TITLE

Transport Officer, GS-12 (Position Number AW99)

B. DUTIES

- 25X1A 1. Supervise 7 employees of the Transportation Section ranging in grade of GS-05 through GS-09.
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8. Resolve both operational and personnel problems arising out of the operation of the Section.

9. Acts as backup to Deputy Chief/CPB in his absence.

C. EVALUATION FACTORS

1. Knowledge Required by the Position

Incumbent must have a thorough knowledge of the transportation industry as it applies to use by the Agency. This includes a specialized detailed knowledge of the moving and storage industry; motor freight shipping procedures; airline transportation, both cargo and passenger; handling and movement of automobiles, ocean transportation and claims procedures as they apply to Agency employees with respect to the above.

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He must be specifically cognizant of the following:

Moving and Storage -- Export packing, non-temp storage, packing and handling of baggage, domestic van moves, safe-house moves, HHE [REDACTED] 25X1A  
tion procedures, claims procedures, liability, use of steamship containers.

Motor Freight Shipping Procedures -- Methods of shipment, when to utilize motor freight, packing for motor freight, liability, handling of claims.

Airline Transportation -- Passenger: Domestic and Foreign routings, [REDACTED] 25X1A

Handling and Movement of Automobiles -- Shipment [REDACTED]  
channels, knowledge of driveway services, procedures to be followed in cases of both mechanical breakdowns or accidents, claims procedures.

25X1A Ocean Transportation -- Handling of cargo by steamship lines, use of steamship containers.

2. Supervisory Controls

a. Supervision Received: Work is accomplished under the general supervision of the Chief/Central Processing Branch. Work performed is considered technically authoritative and for the most part is not subject to supervisory review.

b. Supervision Given: Direct supervision of seven employees assigned to the Transportation Section, CPB. There are six Travel Technicians from the Office of Logistics career service ranging in grade from GS-06 through GS-09, and one GS-06 clerk typist from the Office of Personnel. Incumbent must maintain an awareness of the policies and directives of two career service to ensure that the respective employees who come under the purview of a specific career service is given every consideration and is kept informed of events and changes that might affect that employees' career. Incumbent assigns cases and tasks to section members as the requirement arises. He ensures compliance with applicable rules, regulations, policies, and procedures related to Agency employee travel and transportation of their

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25X1C

effects within the [REDACTED] Reviews all outgoing correspondence related to request for services to assure accuracy, deadline dates, etc. Receives and distributes incoming correspondence to responsible technician. Assures members of Section are kept informed of all changes related to the Transportation Section's area of responsibility.

25X1C

3. Guidelines

[REDACTED]  
company contracts on packing, handling and storage of effects and automobiles. Incumbent must select and interpret the appropriate guidelines and determine an appropriate course of action for more difficult and non-routine cases. He passes decisions to section personnel either verbally or in writing.

25X1C

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4. Complexity

[REDACTED]

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6. Personal Contacts

Contacts are with Agency travelers at all levels, personnel with other government agencies (State, DOD, GSA, and U.S. Despatch agencies) and representatives of commercial transportation companies, e.g., AMTRAK, air carriers, commercial storage and moving companies. Contacts are usually at a mid to high level for both government and commercial.

7. Purpose of Contacts

Contacts are to exchange information, resolve problems, and negotiate services on the behalf of Agency travelers. Most contacts involve resolving non-routine problems. Many problems must be solved in a "conflict" or uncooperative atmosphere where the incumbent must depend on the other party to provide required services.

8. Physical Demands

There are no physical requirements applicable to the position of Chief, Transportation Section. There is, however, occasional mental pressure from working under short deadline dates, the human element of dealing with individuals and the confines of a closed, congested office area. During the peak season, these conditions intensify to a greater degree.

9. Work Environment

The work is performed in an office setting.

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3/21/80

PMCD sees this as a clerical  
job. DK & Ben strongly disagree.  
May re survey now that "crunch" of  
Dec. is over -

## POSITION DESCRIPTION

### A. POSITION TITLE

Incentive Awards Officer.

### B. DUTIES

Serves as Program Manager for the operation, direction and administration of the Agency's overall Honor and Merit Awards Program, Service Awards Program, and Foreign Gifts and Decorations. Responsible for the day-to-day operations associated with the management of these programs and for the supervision of two full-time employees and one part-time employee. Reviews and assigns distribution of work responsibilities for each and consistently evaluates, and adjusts as necessary, the work schedules, assignments and accomplishments of these employees.

Supervises, directs and controls the coordination of various arrangements necessary for enactment of official ceremonies. Resolves problems directly or indirectly related to these activities. This includes the organization for Individual Awards Ceremonies, the Annual Awards Ceremony, Supergrade Ceremonies, Intelligence Community Awards Ceremonies, and others. Decides the proper representation from each directorate or agency, coordination of logistical responsibilities (photographers, security and logistical support, design and printing of tickets and programs, etc.) to ensure successful events.

Serves as the focal point for information, guidance and advice to Agency personnel as it pertains to the entire awards activity including accepted procedures, existing laws and interpretation of regulations. Awards under the control of this program include the Agency Seal Medallion, National Security Medal, Distinguished Intelligence Cross, Distinguished Intelligence Medal, Intelligence Star, Intelligence Medal of Merit, Career Intelligence Medal, Certificate of Distinction, Certificate of Merit, Exceptional Service Certificates, Length of Service Certificates, and Federal Service Pins. Also included are the Intelligence Community Awards of National Intelligence Distinguished Service Medal, National Intelligence Medal of Achievement and National Intelligence Certificate of Distinction.

Responsible for the effective implementation of Public Law 95-105 requirements on the legal reporting and dispensation of foreign gifts and decorations. Includes recommending to the Director of Personnel the appropriate disposition of gifts and decorations consistent with existing laws and regulations. Obtains appropriate approvals for the employee's right to retention of such gifts \$100.00 or less in value. Relative to gifts exceeding \$100.00 in value, incumbent has responsibility for preparation of legal report to State Department of the Agency gifts for inclusion in the Federal Register. Must maintain detailed reports of gifts retained in Agency custody, whether on display, stored, or dispensed to GSA.



Maintains daily contact with the offices of the DCI, DDCI, Deputy Directors, and other Agency officials in the conduct of primary responsibilities for the effective management of these programs, and acts as a representative of the Director of Personnel.

Responsible for the preparation of the agendas for the Agency HMAB meetings, attendance at meetings, and writing of the final meeting minutes including any follow-up action as necessary. A related responsibility is the maintenance of accurate records and computer reporting of all Agency awards, which may include problem identification and problem solving to aid in the accomplishment of objectives for precise and permanent computer records.

Consistently evaluates the effectiveness and implementation of existing methods and programs. Recommends changes and innovations when deemed appropriate. Manages information and data pertaining to all of these programs. Prepares and compiles statistical and other reports as required.

Responsible for support of the general administration of the Intelligence Community Awards Review Panel, which the Director of Personnel chairs, whose membership includes officials from other agencies of the Intelligence Community. Coordination with other governmental representatives as required in the execution of responsibilities relative to the Intelligence Community Awards Program.

Confers with representatives of the Office of Personnel and the Agency Honor and Merit Awards Board about mutual goals and objectives. Briefs new employees to the Office of Personnel, as well as any other employees and officials, concerning the functions and responsibilities of HMAB.

### C. FACTORS

#### 1. Knowledge Required by the Job

Extensive and thorough knowledge of the Public Laws, Agency Regulations and DCIDs governing Programs for the Honor and Merit Awards, Service Awards, Intelligence Community Awards and Foreign Gifts and Decorations. Must be thoroughly familiar with the entire organizational structure of the Agency and of the Intelligence Community.

Professional knowledge of the total functions and goals of the Awards Programs to provide correct guidance and information to employees and officials, and to assure smooth transactions in order to maintain time goals and ensure compliance with Agency policy and Public Law.

Knowledge of and ability to interpret various computer runs, records, and other methods/tools necessary to effectively perform assigned duties.

Good skills in personal relations are paramount. Must possess the capability to deal effectively with people of all types, at all levels (including employees as well as the public, Agency officials and officials of other organizations), in order to obtain/provide information, coordinate planning, exert influence and pressure as needed, and ensure adherence to policy and time requirements.

## 2. Supervisory Controls

Incumbent is assigned to Chief, Benefits and Services Division for general administrative purposes. The incumbent generally works independently to fulfill job responsibilities, and determines his/her own priorities. Incumbent is responsible for the majority of completed work. Self-reliance, initiative, and a demonstrated ability to exercise good judgment and make sound decisions. Policy guidance and direction is received from the Chief and Deputy Chief, Benefits and Services Division. Except for general policies and direction, or assistance in resolution of a complicated situation, the incumbent has the responsibility for continuity and day-to-day operations to ensure that objectives are met on a timely basis.

## 3. Guidelines

Written guidelines consist of Agency regulations, notices, and other issuances. Judgment is required in order to select, interpret, and adapt guidelines to deal with a particular situation. Correct interpretation is required in order to provide guidance and advice to Agency officials and employees concerning all phases of the Honor and Merit Awards Programs. Incumbent participates in the updating, refinement and modification of guidelines to develop more effective methods or criteria for ensuring quality products, whether in the form of written documents or the conduct of official ceremonies.

## 4. Complexity

The nature and variety of the assignment requires understanding, interpretation, and application of considerable data in managing these programs. An experienced personnel officer is required in order to provide the type of support and/or leadership required by employees and officials to accomplish the work. The duties include a variety of responsibilities and involve many variables, deadlines and demands not under the control of the incumbent. The incumbent must be able to anticipate many requirements and adapt quickly and effectively to a diversity of functions and pressures. The incumbent has unlimited responsibility to devise and/or suggest new procedures and methods to accomplish the objectives more efficiently and effectively. The general goals are established by the DCI and the Director of Personnel. The means and methods to attain these goals are generally developed by the Office of Personnel and the HMAB staff. The incumbent assists in determining the proper application of Agency and governmental policy.

5. Scope and Effect

The purpose of the work is to provide, as a representative of the Director of Personnel, guidance and support to the employees and officials of the Agency, in order to ensure the most efficient, equitable and standard means of fulfilling the objectives of the various awards programs.

The quality of work performed, both written and face-to-face personal contact, has a direct and substantial effect on the management and success of the awards programs, thereby reflecting on the Office of Personnel and the Agency. Errors in application or interpretation, poor judgment or lack of personal rapport in dealing with people and problem areas could seriously impact on employee morale, lessen the success of the awards program, result in illegal practices, and/or cause considerable embarrassment to senior Agency management. Correction of errors of poor judgment could be costly and time-consuming.

6. Personal Contacts

The incumbent has high visibility on a continual basis as day-to-day contact is maintained with individuals at all levels of the Agency including the office of the Director. Direct contact is maintained with Agency employees, their families, and the general public. Less frequent contact is made with representatives of other government agencies.

7. Purpose of Contacts

Direct communication from and to the above contacts is necessary and vital to the effectiveness of overall job responsibilities. This includes solving problems, providing guidance and information affecting and effecting the honor and merit awards programs; obtaining and exchanging information; answering numerous queries directed from officials, employees, and non-Agency individuals. Discretion, tact, mature and disciplined judgment and demeanor, diplomacy and confidentiality are required for effective communications. Some persuasion may be necessary to reduce unrealistic demands to a level of feasibility. The key emphasis is to please all of the people all of the time: recipients, their families and guests, etc. Detailed coordination among the recipient, presentor (the DCI, DDCI or Deputy Directors), family members, guests is not always an easy task.

8. Physical Demands

Incumbent must be able to cope with a heavy, demanding workload while maintaining a great degree of flexibility. Energy and enthusiasm are essential to the effectiveness of the position. The work is partly sedentary and partly active. Ceremonies are held in various locations of the building: conference rooms, offices and auditoriums. Incumbent must ensure that rooms are in a presentable condition prior to commencement of each and every ceremony.

9. Work Environment

Majority of the work is performed in a crowded office environment. The work area is burdened with the storage of frames, glass, medals, citations, pins, etc. Further disturbances are caused by the adjoining office where numerous visitors flow through continuously, and the ringing of their phones entangle with ours.

~~CONFIDENTIAL~~

Approved For Release 2001/04/01 : CIA-RDP84-00688R000200300002-0

21 February 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning, and Management  
FROM: Deputy Director of Personnel Policy, Planning, and  
Management for Special Programs  
SUBJECT: PMCD Review of Contested Positions in DD/PersPP&M/SP  
Area  
REFERENCE: Memo & attachment from C/PMCD to DD/PersPP&M/SP dtd  
6 Feb 80, same subject

In conformance with existing procedures, I wish to formally appeal the adverse determinations of PMCD set out in the reference.

I would prefer to present my arguments to you orally. Chief/PMCD has no objection. We will, therefore, meet at your convenience to resolve these matters.

 25X1A

This memorandum becomes  
UNCLASSIFIED when separated  
from classified attachments.

Approved For Release 2001/04/01 : CIA-RDP84-00688R000200300002-0

011031  
21 Feb 2010  
CONFIDENTIAL

UNCLASSIFIED

Approved For Release 2001/04/01 : CIA-RDP84-00688R000200300002-0

<u>POSITION TITLE</u>	<u>CURRENT GRADE</u>	<u>REQUESTED GRADE</u>	<u>PMCD DETERMINATION</u>
<u>Contract Personnel Div.</u>			
Contract Off-Per Ser Ch	GS-15	GS-15	GS-14
Contract Off-Per Ser (2)	GS-14 (2)	GS-14 (2)	GS-13 (2)
Secretary-Typing	GS-07	GS-07	GS-06
<u>Retirement Operations Br.</u>			
Employee Ben Officer Ch	GS-14	GS-14	GS-14
<u>Incentive Awards Br.</u>			
Incentive Awards Off	GS-12	GS-12	GS-09
<u>Transportation Section</u>			
Transport Officer Ch	GS-12	GS-12	GS-11

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[Signature]

UNCLASSIFIED

Approved For Release 2001/04/01 : CIA-RDP84-00688R000200300002-0

Secretary-Steno

GS-8

Position: AW49

Hours: 9 - 5:30

Office of Personnel Policy, Planning, and Management - Deputy Director for  
Special Programs - Headquarters

JOB DESCRIPTION:

Incumbent will serve as secretary to the DD/PersPP&M/for Special Programs.  
Responsibilities include:

1. Taking and transcribing dictation.
2. Organizing and controlling incoming and outgoing correspondence. Maintaining a work flow suspense system. Monitoring retiree commendatory letters as established in the DCI retirement program.
3. Organizing and typing draft and final copies of letters and memoranda.
4. Answering telephone, responding to requests for information concerning the activities of the office, and/or referring questions to appropriate officials.
5. Maintaining files in current, orderly and readily accessible status.
6. Guiding and instructing division and branch secretaries in new procedures and requirements.
7. Providing secretarial support to Chief and Deputy Chief, Benefits and Services Division in the absence of the division secretary.
8. Serving as the central control point and coordinator for the Agency's Public Service Awards Program.

QUALIFICATIONS:

1. Excellent typing and shorthand ability are required (must be Agency qualified in both skills).
2. Must be able to give close attention to details and accuracy and work well with a minimum of supervision.
3. Need ability to conduct oneself tactfully in dealing with all levels of Agency personnel.
4. Need ability to work under pressure of deadlines.
5. Must be flexible, dependable, use initiative, and be able to follow directions readily.
6. Must display a positive work attitude and be able to work cooperatively with secretary to C/BSD and DC/BSD to keep SP work flowing and workload balanced.

STATINTL

## GENERAL INFORMATION

1. SOC SEC NUMBER

2. NAME (Last, first, middle)

A. EMPLOYEE'S JOB—STATE BRIEFLY WHERE THE POSITION FITS IN THE STAFFING PATTERN AND, IF APPROPRIATE, THE NUMBER AND TYPE OF EMPLOYEES SUPERVISED BY THIS EMPLOYEE.

The Secretary (position AW49) to the Deputy Director of Personnel for Special Programs (position AW48) requires no supervisory responsibilities.

B. WORK OBJECTIVES, GOALS AND PRIORITIES—LIST THE SPECIFIC OBJECTIVES AND GOALS, IN PRIORITY ORDER, FORMULATED BY THE SUPERVISOR AND THE EMPLOYEE.

- Objective 1: Perform regular secretarial duties as assigned by the DD/Pers/SP.
- Objective 2: Formalize and expand a document suspense system where action is required of this office or of one or more of the SP divisions; control action responsibility and document movement, ensuring timely and accurate responses to requirements.
- Objective 3: Assist the DD/Pers/SP in his newly assigned capacity as Chairman of the reestablished Criteria Committee for OP Career Service Sub-Group.
- Objective 4: Monitor retiree commendatory letters program for DD/Pers/SP.
- Objective 5: Monitor supergrade retiree/DCI interview pictures program for DD/Pers/SP.
- Objective 6: For C/BSD, establish and monitor a timetable of public service awards, a roster of Agency candidates, their expected nomination deadlines, award recipients and any followup action for Agency winners (including the notification, publicity, employee bulletins, ceremonies, etc.) to ensure that nominations are prepared and submitted on time, that no detail is overlooked, and embarrassment to the Agency avoided.
- Objective 7: Continue to assist C/BSD, and DC/BSD in secretarial role until new clerical arrives. Thereafter, assist in her training and development.
- Objective 8: For DC/BSD continue to type HMAB citations in final format.

STATINTL

PERIOD COVERED 1 Nov. 1979 - 31 Oct. 80 (To be attached to the PAR for this period.)

DATE 12/12/79



POSITION DESCRIPTION - Secretary to the DD/Pers/SP

Incumbent will serve as Secretary to the DD/Pers/SP. Responsibilities include:

- . Taking and transcribing dictation.
- . Typing drafts and final copies of letters and memoranda.
- . Answering telephone, responding to requests for information concerning the activities of the office and referring questions to appropriate officials.
- . Maintaining filing systems for both the secretary and the DD/Pers/SP in current, orderly and readily accessible status - including the FPM series.
- . Receiving, processing, directing and controlling incoming and outgoing correspondence, paying close attention to details and accuracy.
- . Guiding and instructing division and branch secretaries in new procedures and requirements.
- . Maintaining work flow suspense system to insure promptness and accuracy of responses to requirements.

In addition, secretary to DD/Pers/SP will provide secretarial support to the C/BSD and act as the central control point for the Agency's Public Service Awards Program. This includes both OP annual request for Agency nominees and the individual submission of candidates for particular awards, as well as monitoring the status of nominations and appropriately publicizing award recipients.

Incumbent should possess ability to:

- . Tactfully work well with others at all levels of personnel.
- . Work under the pressure of deadlines.
- . Be flexible and able to follow directions readily.
- . Use initiative and work with a minimum of supervision.
- . Have excellent typing and shorthand skills.

POSITION DESCRIPTION

A. Position Title

Chief, Retirement Operations Branch, GS-14

B. Major Duties

Incumbent is charged with the statutory responsibility for carrying out the retirement processing mandated under the Central Intelligence Agency Retirement Act of 1964 for Certain Employees, P.L. 88-643 (1964), 78 Stat. 1043 or 50 U.S.C. 403 as amended for all Agency employees retiring under the CIA Retirement and Disability System (CIARDS).

Incumbent also is responsible for all pre-adjudication processing and review of cases involving Agency employees who are retiring under the Civil Service Retirement System.

Except for the difference in volume, incumbent's position encompasses the full range of retirement activities found in the position of Assistant Director of Retirement Programs in the Office of Personnel Management (OPM). In addition, incumbent's position includes some functions found in the Office of Policy Development and Technical Services of OPM and, further in addition, other important functions that are peculiar to CIA. These are all described in the following paragraphs.

Incumbent is the manager and a supervisor of a Branch composed of nine (9) professionals and five (5) clerical assistants engaged in the full spectrum of retirement services under both the Civil Service and CIARDS systems. Incumbent operates through two (2) Section Chiefs, GS-12 level.

Through one of these Section Chiefs, incumbent manages the full range of functions identical to those carried out by the Claims Branch at the OPM. These include all types of actions on: Verification, and computation of service credits, research into internal and external records for vague and difficult-to-find information, deposits and redeposits, verification of creditable service, establishing eligibility for payments, adjudication of cases for payment of annuities (CIARDS) and pre-adjudication preview of Civil Service cases, making interpretations of laws and regulations and procedures beyond the competence of her subordinates to make, and laying out approaches to unprecedented problems or new responsibilities.

In addition to those duties, incumbent also performs functions normally found in the OPM's Office of Policy Development and Technical Services. These functions are: Extensive and exhaustive research into legislative histories and laws pertaining to Federal retirement systems, preparation of staff studies and reports to describe background to and rationale for certain provisions already enacted or proposed, drafting of proposed amendments to the retirement system (CIARDS) and oral explanation, review and defense of such proposals to senior Agency management officials or groups. Review of, comment on and suggestions relating to staff papers and proposals prepared at higher levels of Agency management. Develop broad guidelines and procedures for the Branch to follow in giving effect to new amendments to Civil Service and CIARDS.

Incumbent maintains a broad range of internal Agency contacts and external contacts to ensure proper completion of all types of retirement matters; manages and utilizes internal contacts with SAS, Cover, Finance, Security and OGC to ensure secure handling of extremely sensitive, delicate or difficult cases; personally participates with senior officials to these components on unprecedented cases or when the knowledge of peculiarly sensitive cases must be restricted to a minimum of officials, and devises or offers solutions and suggestions for the resolution of such extraordinarily sensitive matters.

Through the second of the Section Chiefs, incumbent manages a program of post-retirement services for all CIARDS annuitants, a function similar to the post-retirement services carried out by the Annuitant Services Branch at the OPM: Administration of all retiree and survivor annuities and statutory changes thereto; effecting changes to annuities due to changed circumstances among retirees and survivors (death, divorce, etc.); business dealings with banks, courts, law firms, executors and trustees in relation to annuity benefits.

As regards the functions falling under both Section Chiefs, incumbent also provides general supervision and guidance for a program of information to prospective retirees and retirees and survivors. This involves a program, and supporting procedures, for thorough briefing of all prospective retirees on their retirement benefits and entitlements, for responding to requests from overseas for retirement information, for information to CIARDS retirees and survivors, and for responses to requests from career services for all types of retirement information.

Apart from the above duties, incumbent serves as the Technical Advisor to the CIA Retirement Board. In this capacity, incumbent responds to requests from members of the Board on matters pertaining to the two retirement systems, Agency and Federal Government policies and procedures, and any other technical aspects that are pertinent to the retirement subject at hand.

In addition, incumbent serves as deputy to the Chief of the Retirement Affairs Division, acts as Division Chief in his absence, and assists in the overall staffing of the division.

C. Evaluation Factors

1. Knowledge Required by the Position

Because she serves as a deputy to the Division Chief and acts in his absence, incumbent must have a comprehensive knowledge of the activities and workload of the entire division including the pre-retirement counseling and employment assistance functions as well as the functioning of the Voluntary Investment Plan and the Executive Secretariat to the Agency Retirement Board. With respect to the primary responsibilities of Chief of the Retirement Operations Branch, subject must have a mastery of this particular administrative field in order to make decisions or recommendations which significantly impact on aspects of the retirement program. This requires an extraordinarily comprehensive as well as detailed knowledge of the basic laws of the Civil Service and CIARDS, of all amendments thereto and the effective dates thereof; of all rules and regulations promulgated by the OPM and CIARDS; of all retirement policies pertaining to Civil Service and CIARDS; of all interpretations made in laws, regulations, rules and policies by OPM and CIA; and of all procedures to be followed in performing the duties described in Section B. Incumbent must also have an unusually thorough understanding of the present and the historical rationale and concepts behind various regulations, rules, policies and interpretations. In sum, incumbent must be the Agency's retirement expert.

The level of knowledge required is indicated by the fact that incumbent is the principal technical advisor to the Director of Personnel as well as to the CIA Retirement Board.

2. Supervisory Controls

Supervision over incumbent is general in nature, being oriented to setting the broad framework of approach, setting of goals, adjustment of broad procedures, assessment of and changes in organization and to ensure proper training and development of Branch personnel. Review

of incumbent's output is in terms of total Branch performance, adherence to goals and policies, conformance with Agency philosophy and public relations concepts and assessment of organizational effectiveness rather than with detailed reviews of "piece work" for accuracy. Supervision may, on occasion, involve close examination and review of a case or matter at hand, but this would occur only in unusually difficult, sensitive or unprecedented matters or those which become (or have potential for becoming) of prominent concern to Agency management. Within this context, thus described, incumbent sets priorities and deadlines; modifies instructions as events make necessary in order to accomplish the work; and otherwise manages the Branch without close supervisory review.

### 3. Guidelines

Laws establishing Civil Service and CIARDS, and all amendments, regulations, rules and interpretations pertaining thereto. General Federal retirement policy, Agency policy, Federal Personnel Manual, Civil Service Adjudicator's Manual. Various Federal laws, not retirement laws, which nevertheless have an impact on retirement matters: Examples include amendments to Social Security law, various tax laws, Fair Labor Standards Act.

Incumbent is expected to be so completely conversant with these guidelines that (1) senior Agency officials feel confident with the advice incumbent provides from them and (2) incumbent resolves the most difficult and unusual cases beyond the competence of her subordinates to resolve.

### 4. Complexity

Incumbent's activities are complicated by the wide variety of retirement matters arising under the two retirements systems, by the network of internal relationships (with Cover, Finance, Security, OGC and SAS) through which cooperating Offices are required to make inputs on a timely basis, by serving in a dual role as (1) manager of a very active Branch and (2) serving as the principal OP knowledgeable source and advisor on retirement matters. In addition, incumbent is required to resolve difficulties in unusually difficult or unusually sensitive retirement cases and to devise means for blending unusual requirements for cover and security with the imperatives of established laws, and to do this without injury or violation to either requirement. Such developments are, of course, received by and coordinated with other responsible parties and higher management officials, but incumbent is the action officer in the first instance in such matters.

5. Scope and Effect

The purpose of incumbent's work is to ensure that persons retiring from CIA receive every benefit and entitlement due them, and on a timely basis; that retirees understand how these were determined; to effect retirements in a secure manner; and to ensure the accuracy and the propriety of all Agency actions in the retirement process. Incumbent's work also is intended to serve top Agency managers with technical advice and with necessary background statutory and policy support to enable them to make informed and accurate decisions on matters important enough to be in their areas of concern.

As regards prospective retirees, retirees and survivors, faulty judgment on the part of the incumbent could open the Agency to claims and complaints and to a diminution of the Agency's established reputation in this regard. Faulty advice to higher level Agency managers could, if accepted by them, lead to embarrassment at policy levels. Faulty advice could result in disclosure of certain deeply covered retirement cases, possible threat to the protection of intelligence methods and techniques and embarrassment to the Agency or U.S. Government.

6. Personal Contacts

Incumbent is in frequent contact with the Deputy Director of Personnel, Deputy Director of Personnel for Special Programs, Chief of Contract Personnel Division, Chief of Benefits and Services Division, Deputy Director of Finance for Plans and Systems, Chief of Compensation Division, Chief of Operational Support Branch of Cover and Commercial Staff, Office of the General Counsel, Office of the Legislative Counsel, senior officials in the Office of Security and Chief of SAS/OP and with various career management officers and personnel officers throughout the Agency. Incumbent's frequent external contacts are with a senior Retirement Official in the Foreign Service Retirement System and senior officials in the Compensation Group of the Office of Personnel Management (formerly Civil Service Commission). Incumbent also has intermittent contact with external parties representing the survivors and the estates of deceased retirees; such as, law firms, executors, administrators, courts, and trustees.

7. Purpose of Contacts

The primary purposes of the personal contacts are to accomplish the activities described elsewhere in this position description. Related purposes of the contacts are to secure cooperation, negotiate solutions, resolve difficulties, develop security procedures for individual cases, develop background data, ascertain progress of items in the legislative process, obtain legal interpretations and exchange information.

8. Physical Demands

No special physical demands are required to perform the work.

9. Work Environment

Work is usually performed in an office setting.

Supervision Exercised

Element I - Work Planning and Organization

Incumbent's workload comes about in a variety of ways; Crash/immediate/urgent requirements, priority items, referrals from career service and personnel officers, "walk-in" of prospective retirees, communications from employees overseas or from retired annuitants and via recurring annual requirements. Incumbent responds as the nature of the matter demands, and either accomplished the task(s) herself if it requires her personal attention or expertise or else assigns it to either of her Section Chiefs. To ensure timely accomplishment, incumbent may temporarily change assignments or workloads of subordinates.

Incumbent identifies equipment that may assist in accomplishing the work and may order or procure such equipment, or incumbent may schedule items of equipment (e.g. desk computers) for maintenance or repair.

Element II - Work Assignment and Review

This element contains the greater part of incumbent's supervisory responsibilities. Work is assigned to subordinates usually in line with established organization, functions and responsibilities of subordinates; incumbent participates in the initial structuring or revision of such assignments. Incumbent oversees the flow or workload into the patterns thus established, leaving the Section Chiefs the latitude of realizing and discharging their responsibilities by their subsequently making work assignments to specific members of their staffs. Incumbent does not assign work on a "piece" basis; rather she manages the system and procedures through which it is accomplished.

The two Section Chiefs are competent, experienced managers and "do-ers" in their own right and are not given detailed instructions on a "piece" basis. Incumbent does, in novel, unusual or unprecedented matters give instructions to her subordinates and might assist them during the accomplishment of such tasks; later, incumbent might review the way the task was accomplished for purposes of training, to

emphasize certain points or to identify problems encountered in order to eliminate them in future operations.

Incumbent's review of the work of subordinates consists of a second echelon review for accuracy of calculations, propriety of documentation (cover or overt), completeness of documentation as well as for compliance with law and regulations.

#### Element III - Personnel Management Functions

Incumbent participates with Section Chiefs and Division Chief in selecting personnel for assignment to the Branch, monitors the training in the functions of the Branch, is the second echelon party for resolving complaints and personnel problems for the Reviewing Officer on Fitness Reports (except that she is the Rating Officer for the two Section Chiefs).

#### Element IV - Scope and Variety of Activities

Incumbent directly supervises two (2) GS-12's and a clerical assistant; indirectly (through the two GS-12's) supervises two GS-11's, one GS-09, three GS-08's and four clerical assistants. These personnel are organized into two sections: the Operations Section of ten employees and the Annuitant Section of three employees.

Incumbent's Branch is charged with the accomplishment of all the functions described at length in other sections of this position description.